

Unit II: Human Resource Planning

Meaning, HR forecasting & Procurement, Advantages of HR Planning, Factors Influencing HR Planning, Job design & analysis, job description & Specification.

Human Resource Forecasting

Human resource (HR) demand forecasting is the process of estimating the future quantity and quality of people required. The basis of the forecast must be the annual budget and long-term corporate plan, translated into activity levels for each function and department. → In a manufacturing company, the sales budget would be translated into a production plan giving the number and type of products to be produced in each period. From this information, the number of hours to be worked by each skilled category to make the quota for each period, would be computed. Once the hours are available, determining the quality and quantity of personnel will be the logical step.

1. Managerial Judgement

Under this method, firstly experienced managers estimate the manpower requirements for their respective departments. This is done on the basis of their knowledge of expected future workload and employee efficiency. At last, the top management then aggregates and approves the departmental estimates. This is a very easy and time-saving method.

But it is quite subjective and is, therefore, suitable only for small firms. The assistance of work study, O&M, and human resource experts can refine the

estimates based on experience. This method helps in judging the informal group norms on Human Resource Forecasting.

2. **Ratio-trend Analysis:** This is the quickest HR forecasting technique. The technique involves studying past ratios, say, between the number of workers and sales in an organization and forecasting future ratios, making some allowance or changes in the organization or its methods.

2. **Regression Analysis** This is similar to ratio-trend analysis in that forecast is based on the relationship between sales volume and employee size. However, regression analysis is more statistically sophisticated. A firm first draws a diagram depicting the relationship between sales and workforce size. It then calculates regression line – a line that cuts right through the center of the points on the diagram. By observing the regression line, one can find out number of employees required at each volume of sales.

Example of trend analysis –

- Production of Units : 5,000
- No. of Workers : 100
- Ratio : $100:5000 = 0.02$
- Estimated Production : 8,000
- No. of Workers required : $8000 \times 0.02 = 160$

3. **Work-study Method**

This method uses time and motion study to analyze and measure work. Such studies help the managers to decide the standard time for per unit work.

Planned Output for next years

50,000 units

Standard hours per unit	2
Planned hours required	50,000 X 2
Productive hours per workers in the year	2,000
Number of workers required	$1,00,000/2,000 = 50$

If the span of control is ten, five (50/10) supervisor will supervise the work. When it is possible to measure work and set standards, the work-study method is more suitable for repetitive and manual jobs. Job method should not change frequently.

4. Delphi Techniques: Delphi Technique Named after the ancient Greek Oracle at the city of Delphi, the Delphi technique is a method of forecasting personnel needs. It solicits estimates of personnel needs from a group of experts, usually managers. The human resource planning (HRP) experts act as intermediaries, summarize the various responses and report the findings back to the experts. The experts are surveyed again after they receive this feedback. Summaries and surveys are repeated until the experts' opinions begin to agree. The agreement reached is the forecast of the personnel needs. The distinguishing feature of the Delphi technique is the absence of interaction among experts

HUMAN RESOURCE PROCUREMENT

Meaning of Procurement in Human Resource:

Procurement is the process of finding and agreeing to terms, and acquiring goods, services, or works from an external source, often via a tendering or competitive bidding process.

Procurement is first operational function of Human resource or personnel management. Procurement is subjected to procuring and employing people who fits the position and have necessary skill set, mindset, attitude and knowledge.

The procurement function of the Human Resources Management is considered with the procurement of adequate and appropriate number of employees to carry out the work in the enterprise. For this purpose, the personnel department has to find out the requirement of personnel in each department i.e. the number of employees required, their educational and technical qualifications, experience, etc. so that it would be able to procure right type of persons for the various jobs in the enterprise.

The various aspects of procurement functions are:

- (a) Procurement i.e. recruitment of adequate and appropriate number of employees. For this purpose, it has to tap possible sources from where prospective labour supply will come.
- (b) Collecting information about prevailing wage rates and job requirements.
- (c) Selection of suitable candidates through proper procedure and placing them in different places.
- (d) Maintaining records of each employee.
- (e) Introducing to the new employees the various officers – subordinates as well as higher officers so as to enable them to acquaint fully with the organisation.

Procurement Functions

Job analysis: It is the process of collecting information relating to the operations and responsibilities pertaining to a specific job.

Manpower planning: It is a process of determining and assuring that the organization will have an adequate number of qualified persons, available at proper times, performing jobs which would meet their needs and provide satisfaction for the individuals involved

Recruitment: It is the process of searching prospective employees and stimulating them to apply for jobs in the organization.

Selection: It is the process of ascertaining qualifications, experience, skills and knowledge of an applicant with a view to appraising his/her suitability to the job in question

Placement: It is the process for matching the employee's qualifications, experience, skills and interest with the job on offer. It is the personnel manager's responsibility to position the right candidate at the right level.

Induction: Induction is nothing but the introduction of the organization to employees where they are going to work. It is a sort of orientation. It brings comfort to employees and helps them to get settled in the new environment.

Brief information about history of the company, nature of business, work culture, policies, procedures, departments, rules and regulations, nature of job, duties and responsibilities, is provided to employees to create a proper background in their minds before they start working actively in the company.

Internal mobility: Internal mobility refers to the change of role that a worker may choose to engage in within the organization, shifting from one organizational unit to a different one, performing different activities. Internal mobility can occur due to various reasons related to specific organizational needs of the Foundation

HUMAN RESOURCE PLANNING

E.W Vetter viewed human resources planning as — a process by which an organization should move from its current manpower position to its desired manpower position. Through planning management strives to have the right number and right kind of people at the right places at the right time, doing things which result in both the organization and the individual receiving maximum long-run benefit.

Colemn has defined human resource planning as "the process of determining manpower requirements and the means for meeting those requirements in order to carry an integrated plan at the organisation".

According to Leon C Megginson : human resources planning is an integrated approach to performing the planning aspects of the personnel function in order to have a sufficient supply of adequately developed and motivated people to perform the duties and tasks required to meet organizational objectives and satisfy the individual needs and goals of organizational members.

Human Resource is undoubtedly an important part of any organization. Hence, every organization must have the right number of the workforce at the right place and that too at the right time. In order to efficiently plan the workforce, the proper needs of human resource are very necessary.

Advantages of using HRP

Human resource planning can be defined as the process of identifying the number of people required by an organization in terms of quantity and quality. All human resource management activities start with human resource planning. So we can say that human resource planning is the principle/primary activity of human resource management. The process of HRP plays a very important role in the organization. The importance of HRP can be explained as follows.

Meeting manpower needs: Every Organisation needs adequate and properly qualified staff for the conduct of regular business activities. Imaginative HRP is needed in order to meet the growing and changing human resource needs of an organisation.

Replacement of manpower: The existing manpower in an Organisation is affected due to various reasons such as retirement and removal of employees and labour turnover. HRP is needed to estimate the shortfall in the manpower requirement and also for making suitable arrangements for the recruitment and appointment of new staff.

Meeting growing manpower needs: The expansion or modernization programme may be undertaken by the enterprise. Manpower planning is needed in order to forecast and meet additional manpower requirement due to expansion and growth needs through recruitment and suitable training programmes.

Meeting challenges of technological environment: HRP is helpful in effective use of technological progress. To meet the challenge of new technology existing employees need to be retrained and new employees may be recruited.

Coping with change: HRP enables an enterprise to cope with changes in competitive forces, markets, products, and technology and government regulations. Such changes generate changes in job content, skill, number and type of personals.

Increasing investment in HR : An employee who picks up skills and abilities becomes a valuable resource because an organisation makes investments in its manpower either through direct training or job assignments.

Adjusting manpower requirements: A situation may develop in; an organisation when there will be surplus staff in one department and shortage of staff in some other department. Transfers and promotions are made for meeting such situations.

Recruitment and selection of employees: HRP suggests the type of manpower required in an organisation with necessary details. This facilitates recruitment and selection of suitable personnel for jobs in the Organisation. Introduction of

appropriate selection tests and procedures is also possible as per the manpower requirements.

Placement of manpower: HRP is needed as it facilitates placement of newly selected persons in different departments as per the qualifications and also as per the need of different departments. Surplus or shortage of manpower is avoided and this ensures optimum utilization of available manpower.

Training of manpower: HRP is helpful in selection and training activities. It ensures that adequate number of persons is trained to fill up the future vacancies in the Organisation.

Factors Influencing HR Planning

There are various factors, both internal and external, which affect HR planning.

These factors are as follows:

Factor # 1. Type of Organization:

Type of organization affects HR planning. Type of organization may be identified on two base- nature of business and pattern of ownership. Nature of business of the organization determines its production/operations process which affects ratio of operatives and supervisory and managerial personnel.

Factor # 2. Approach of Organization towards Planning:

Approach towards HR planning in an organization depends on its approach towards overall organizational planning. Different organizations adopt different approaches towards overall planning. These approaches may be analyzed in two forms- proactive or reactive approach and formal or informal approach. In

proactive approach, an organization anticipates future environment and makes strategic decisions based on this anticipation.

In reactive approach, strategic decisions are in the form of reactions to environmental changes. Since an organization collects information for undertaking planning process and relevant part of this information is also used in HR planning process, HR planning may be either proactive or reactive.

Similarly, if an organization undertakes overall planning on formal basis which is quite comprehensive, HR planning tends to be comprehensive. As against this, if an organization undertakes overall planning on informal basis which is fragmented, HR planning also tends to be fragmented and only a few HR issues are considered in HR planning.

Factor # 3. Strategy of Organization:

Strategy of an organization considerably affects HR planning because an HR plan is derived from strategy of the organization. An organization has different strategic option- stability, growth, and retrenchment. In stability strategy, the focus is on incremental growth by making the existing facilities more productive. In this case, emphasis in HR planning is more on developing existing personnel and making few adjustments of personnel.

In growth strategy, the emphasis is on making additional investments which requires additional personnel. Therefore, the organization needs comprehensive HR plans. In retrenchment strategy, the focus is on reducing business volume by reducing scale of business operations or divesting some businesses. Therefore, HR planning puts emphasis on reducing number of personnel.

Factor # 4. Organizational Growth Cycle:

Organizations have a definite pattern of growth cycle- birth and infancy, adulthood, maturity, and old age. At each stage of growth cycle, there are specific organizational objectives and strategic focus, consequently, HR planning. At birth and infancy, organizational objectives are survival and growth to some extent; strategic focus is on mobilizing resources (including human resources too) and defining products and markets; and focus of HR planning is on mobilizing human resources.

At adulthood, organizational objectives are quantitative growth of business volume and qualitative growth through product differentiation and creating niche; strategic focus is on increasing market share, product innovation, and reaping rewards of previous and present efforts; focus of HR planning is on developing individual, group, and organizational competency.

At maturity, organizational objectives are stabilization of business and contribution to social cause; strategic focus is on maintaining organizational position with stability; focus of HR planning is just to continue the pattern of previous stage. At old age, organizational objective is survival; strategic focus is on retrenching products/businesses that are not rewarding; focus of HR planning is on pruning size of workforce.

This is a general pattern of organizational growth cycle. There is no fixed time frame for completion of each stage. This depends how an organization is managed. For example, Tata Steel, formed in 1907, is still going strong while many organizations formed during this period have become extinct long back.

Factor # 5. Level of Environmental Uncertainty:

Environment is dynamic and changes continuously. Rate of this change determines level of environmental uncertainty. If rate of change is high, level of environmental uncertainty is high and the HR planning premises on the basis of which an HR plan is formulated may not work.

Therefore, there is a need for formulating contingency HR plans. This ensures that if one HR plan is not suitable in the changed situation, other HR plans are available. If the level of environmental uncertainty is low, only one HR plan is sufficient.

Factor # 6. Time Horizon:

Time horizon of HR plans affects HR planning. Longer the time horizon higher is the uncertainty in HR formulation. This is so because it is very difficult, sometimes even impossible if the environment changes on irregular pattern, to forecast future environment precisely.

Therefore, HR plans for remote future become meaningless. Because of this limitation, most of the organizations prepare HR plans for five years along with short- terms HR plans every year. In this case, short-term HR plans are based on

long-term HR plan. In order to make long-term HR plan flexible, many organizations prepare yearly HR plan and recast long-term HR plan every year.

Factor # 7. Type and Quality of Information:

Quality of HR planning is based on the type and quality of information because formulation of HR plan is based on information. If required type of information with high quality is available at right time, HR planning becomes effective. In the alternative case, it tends to be ineffective.

Factor # 8. Nature of Human Resource Market:

Human resource market consists of people with skills and abilities from where an organization may fill its positions. Nature of human resource market affects availability of people with requisite skills and abilities. In India, there is a paradox so far availability of human resources is concerned.

On the one hand, there is abundant supply of people so far as their educational qualifications are concerned. On the other hand, only a very small percentages of such people is employable because of poor quality of majority of educational institutions. Therefore, while assessing supply of human resources, this fact must be kept in mind.

Factor # 9. Outsourcing HRM Functions:

Some HRM functions which are of administrative nature may be outsourced instead of performing these functions internally. To the extent HRM functions are outsourced, HR planning workload gets reduced. If an organization adopts practice of outsourcing HRM functions, it may concentrate on core HR issues in HR planning.

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Job analysis

Job analysis is a process of determining which characteristics are necessary for satisfactory job performance and analyzing the environmental conditions in which the job is performed. It analyzes the work content of job & job content of work. The process of job analysis leads to development of two documents viz., job description and job specification. Job description indicates the tasks and responsibilities, job title, duties, machines, tools and equipment, working conditions and occupational hazards that form part of the job whereas job specification comprises of the capabilities required to perform job, education, experience, training, judgmental skills, communication skills and personal skills required to perform the job effectively.

Significance of Job Analysis

Job analysis is a vital tool in taking a variety of human resource decisions. It is used to design and execute a number of human resource management activities and programs. They are described here:

1. Manpower Planning: job analysis helps in forecasting manpower requirements based on the knowledge and skills and quality of manpower needed in organization.

2. Recruitment: A carefully designed job analysis provides information as to what sources of recruitment are to be used to hire employees. For example, job analysis in a retail stores about merchandise sorters tells that village level schools are potential source of recruitment.

3. Selection: Selection of the right candidate to the right job can only be done with the help of job analysis. In the case of retail stores, a billing assistant can be selected with the knowledge of accounting, cash, and computer operations. This is possible with the help of job analysis.

4. Training and Career Development: Job analysis provides valuable information to develop training programs. It provides information about what skills are to be trained. It also provides information about various techniques to be used in career development of employees.

5. Placement and socialization: After people are selected and trained, they must be placed in suitable jobs. Job analysis provides information about the suitability of jobs. A clear job analysis guides the process to socialize the employees to develop sound relationships with all those persons.

6. Compensation: Job analysis provides information as to how much compensation and other financial and non-financial benefits to be associated with each job.

7. Employee Safety and Welfare: Job analysis details information on working conditions. Thus, management tries to provide safety and welfare measures that are outlined in job analysis.

8. Performance Appraisal: Performance of employees is appraised based on standard criteria provided in the job analysis.

9. Counseling: A good job analysis provides information to the superiors about the jobs. They use this information to guide and counsel employees about their career options, performance, training requirements and skill up-gradation.

10. Strategic Planning: Job analysis enables human resource manager to develop a long-range strategic plan in all concerned areas of human resources.

METHODS OF JOB ANALYSIS

1. **Observation Method:** Observation of work activities and worker behaviors is a method of job analysis which can be used independently or in combination with other methods of job analysis. Three methods of job analysis based on observation are:

(i) Direct Observation; (ii) Work Methods Analysis; and (iii) Critical Incidents Technique.

(i) Direct Observation: Using direct observation, a person conducting the analysis simply observes employees in the performance of their duties. The observer either takes general notes or works from a form which has structured categories for comment. Everything is observed: what the worker accomplishes, what equipment is used etc. The limitation of this method is that it cannot capture the mental aspects of jobs, such as decision making or planning, since mental processes are not observable.

(ii) **Work Methods Analysis:** This method is used to describe manual and repetitive production jobs, such as factory or assembly-line jobs. This method is used by industrial engineers to determine standard rates of production.

(iii) **Critical Incidents Technique:** It involves observation and recording of examples of particularly effective or ineffective behaviors. Behaviors are judged to be “effective” or “ineffective” in terms of results produced by the behavior. In this method a person using the critical incidents must describe behavior in retrospect, or after the fact, rather than as the activity unfolds. Accurate recording of past observations is more difficult than recording the behaviors as they occur.

2. **Interview:** In this method, the Analyst interviews the employee, his supervisor and other concerned persons and record answers to relevant questions. The interviewer asks job related questions and a standard format is used to record the data. The limitation of this method is that it does not provide accurate information because the employee may not provide accurate information to protect his own interest. Success of this method depends upon the rapport between the analyst and the employee.

3. **Questionnaire:** In this method properly drafted questionnaires are sent to jobholders. Structured questionnaires on different aspects of a job are developed. Each task is described in terms of characteristics such as frequency, significance, difficulty and relationship to overall performance. The jobholders give their rating of these dimensions. The ratings obtained are analyzed and a profile of actual job is developed. This method provides comprehensive information about a job. The limitation of this method is that it is time consuming and costly.

Job design

Job design is next to job analysis. Job design involves systematic attempts to organize tasks, duties and responsibilities into a unit of work to achieve certain objectives. Job design integrates the work content and qualifications required for

each job that meets the needs of employee and the organization. Job design makes the job highly specialized and well-designed jobs are important in attracting and retaining a motivated work force.

Job Design is affected by three categories of factors:

Organizational Factors: The organizational factors that affect job design are characteristics of task, work flow, ergonomics and work practices.

- **Characteristic of task:** Each task consists of 3 elements, namely, planning, executing and controlling. Job design involves the assembly of a number of tasks into a job or a group of jobs. A job may require an employee to perform a variety of connected task. All these characteristics of jobs are taken into consideration for job design.
- **Workflow:** The flow of work in an organization is strongly influenced by the nature of the product. This product usually suggests the sequence and balance between jobs if the work is to be completed efficiently
- **Ergonomics:** Ergonomics is concerned with the designing and shaping of jobs as per the physical abilities and characteristics of individuals so that they can perform their jobs effectively
- **Work Practices:** Work practices are the set methods of performing work. This can affect the job design as there is little flexibility in designing the job especially if the work practices are approved by employee unions.

Environmental Factors: Environmental factors affect job design. Environmental factors include employee abilities & availability and Social & Cultural expectations.

- **Employee Abilities & Availability:** Abilities and availability of people plays an important role while designing jobs. Due attention needs to be given to the employee who will actually perform the job.

- **Social And Cultural Expectations:** Jobs should be designed keeping the employees in mind. Due to increase in literacy rate and knowledge, employees are now more aware and only perform jobs that are to their liking and match their profile.

Behavioral Factors: Behavioral factors are related to human needs and they need to be satisfied properly. Behavioral elements include the following:

- **Feedback:** Employee should be given proper feedback about his job performance. This will enable the employee to improve his performance and complete the job in a proper manner.
- **Autonomy:** Employee should be given proper autonomy required to perform the work. The absence of autonomy may lead to poor performance on the part of employees.
- **Use of Abilities:** The job should be designed in such a manner that an employee will be able to use his abilities fully and perform the job effectively.
- **Variety:** Absence of variety in the job assigned may lead to boredom. Adequate scope to variety factor should be given while designing a job.

METHODS OF JOB DESIGN

Job Simplification: In the job simplification technique, the job is simplified or specialized. A given job is divided into small sub-parts and each part is assigned to one individual employee. Job simplification is introduced when job designers feel that the jobs are not specialized enough.

Job Rotation: Job rotation implies systematic movement of employees from one job to the other. Job remains unchanged but employees performing them shift from one job to the other. With job rotation, an employee is given an opportunity to perform different jobs, which enriches

his skills, experience and ability to perform different jobs. It is the process of preparing employees at a lower level to replace someone at the next higher level. It is generally done for the designations that are crucial for the effective and efficient functioning of the organization. By this to some extent boredom is reduced. However for this people interest is primary importance. By this they can also learn new things, new techniques, and new ways of doing better work. It may also happen that over a period of time they will be finding a job for which they are better suitable. They can also contribute in a better way to achieve the goals of the organization.

Job Enlargement: Job enlargement means expanding the scope of the job. Many tasks and duties are aggregated and assigned to a single job. It is opposite to job simplification. Job enlargement is an extension of Job rotation, exposing the people to several jobs without changing the job duties to be performed. He is taken off the boring job for a while & is allowed to take up a related task & so on. Monotony is relieved temporarily. Job enlargement is to expand in several tasks than just to do one single task. It is also the horizontal expansion of a job. It involves the addition of tasks at the same level of skill and responsibility. It is done to keep workers from getting bored. This would also be considered multi-tasking by which one person would do several persons jobs, saving the company money and man hours that normally would be paid to additional workers. Small companies may not have as many opportunities for promotions, so they try to motivate employees through job enlargement

JOB DESCRIPTION

Job description is an informative documentation of the scope, duties, tasks, responsibilities and working conditions related to the job listing in the organization through the process of job analysis. Job description also details the skills and qualifications that an individual applying for the job needs to possess. It basically gives all the details which might be good for both the

company and the applicant so that both parties are on the same page regarding the job posting.

The job description is used in the recruitment process to inform the applicants of the job profile and requirements, and used at the performance management process to evaluate the employee's performance against the description.

Importance of Job Description

Job description is the most important thing which a candidate gets about a job listing. It gives all the relevant and necessary details about a job. The details which can help one decide whether the job is relevant or not. Qualifications, roles, responsibilities etc are included in the job description document which paints a clear picture of what is expected from the particular role. It gives an opportunity for a candidate to prepare well for a job interview. It also helps companies identify all skills required by a right candidate.

A Job description will include the following components:

- Roles and responsibilities of the job.
- Goals of the organization as well the goals to be achieved as a part of the profile are mentioned in the job description.
- Qualifications in terms of education and work experience required have to be clearly mentioned.
- Skill sets like leadership, team management, time management, communication management etc required to fulfill the job
- Salary range of the job are mentioned in the job description

Steps to Write a Job Description

Companies have to make sure that they write an accurate & comprehensive job description giving all job-related details. The main steps to write a job description are:

1. Job Title

The first step is to write the job title decided internally for official purposes.

2. Role Summary

The second step is to write the summary about the job role.

3. Duties

The next step involves writing down all the job responsibilities as well as the job duties which are required with this particular job.

4. Qualifications

The fourth step is to give the basic education qualifications, work experience or other criteria required for this job role.

5. Role Expectations

This step defines what is required by an employee to be successful.

6. Reporting

The sixth step is to highlight who the reporting manager would be and who would be the subordinates.

7. Verification

The final step is to get the job description verified by the HR team for any changes, updates or validations.

Advantages of Job Description

There are many advantages of having a comprehensive job description given by a company. Some of the advantages are mentioned below:

1. Helps companies understand the type of candidate they should search for based on title, position and location
2. Employees are well aware about their job roles & duties
3. Job description helps in understanding the workplace environment, benefits etc for a prospective employee
4. Helps in better recruitment & selection
5. Job description clearly highlights all the requirements, objectives & goals that it wants an employee to perform

Disadvantages of Job Description

Despite being a thorough documentation related to the job, there are certain limitations of job description:

1. They are time bound and can change with organization structure, industry policies, company requirements etc
2. It can only highlight the macro criteria of a job but cannot fully explain the obstacles, emotional requirements etc related to the job
3. Incomplete job description lacking quality information can misguide both the HR manager as well as the employee

JOB SPECIFICATION

Job specification is another aspect of job analysis. It describes the type of employee required (in terms of skill, experience, and special attitude, and test scores of various types) and outlines the particular working conditions that are encountered on the job. It is essentially a set of specification about people required on the job. The job specification (in the usual form) includes a brief job summary designed to give the recruiter a feel of the job and to set the stage for greater detail.

It is a standard for personnel and specifies the qualities required for acceptable performance. Therefore, it is a written record of the requirements sought in an individual worker for a given job. In other words, a job specification is a summary of the personal characteristics required for a job.

According to Edwin B. Flippo, "A job specification is a statement of minimum acceptable human qualities necessary to perform a job properly."

According to Dale Yoder, "The job specification, as such a summary properly described is thus, a specialized job description, emphasizing personnel requirement and designed especially to facilitate selection and placement."

Thus the preparation of sound job specifications involves three distinct activities:

- (a) Collecting relevant data about the job,
- (b) Analyzing the data and transferring it into a written job description, and
- (c) Deriving from that description a job/person specification.

The job specifications are used for certain significant purposes, which are as follows:

- i. Searching deserving candidate – Assists the HR department to find the right candidate for the defined profile. It also helps the HR executives, who are not technically aware of the exact requirement, to get the appropriate candidate. In addition, it helps the interviewer in preparing the questionnaire to short-list the candidates.
- ii. Inducing the candidate to look into the offer – Requires that the job specification help the candidate to decide his/her suitability for the stated job profile.
- iii. Establishing organizational competency – Involves setting up the core competencies of the organization that can provide an edge to the organization over its competitors. The identification of the organizational competency demands implementation of the competency programs specific to organizations.
- iv. Recognizing candidates' competency – Ensures the selection of the right candidate. Job specification identifies the exact duties and competencies of various job positions, with which skills and abilities of the employees are matched.
- v. Providing direction to candidate – Requires that the job specification gives brief description to candidates so that they can determine if their experience and qualifications suit to the job position.

The characteristics of job specifications are:

1. Physical Characteristics – It includes health, strength, endurance, age range, body size, height, weight, vision, voice, foot coordination, colour discrimination and motor coordination.
2. Psychological Characteristics – It includes qualities like manual dexterity, mechanical aptitude, judgment, analytical ability, resourcefulness, mental alertness and concentration.
3. Personnel Characteristics – It includes the qualities like personal appearance, good and pleasing manners, emotional stability, aggressiveness and submissiveness, extroversion or introversion, leadership, cooperativeness, skill in dealing with others, unusual sensory qualities of sight, etc.
4. Responsibilities – It includes the qualities of supervision of others, responsibility for production process and equipment, responsibility for the safety of others, responsibility for preventing monetary loss.
5. Demographic Characteristics – It includes features like age, sex, education, experience, and language ability.